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Programs for the Serious and Violent Juvenile Offender

July 1981

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PROGRAMS FOR THE SERIOUS AND VIOLENT JUVENILE OFFENDER

Prepared for

U. S. Department of Justice

The Office of Juvenile Justice
and Delinquency Prevention

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JULY, 1981

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UNITED STATES DEPARTMENT OF JUSTICE
OFFICE OF JUVENILE JUSTICE AND DELINQUENCY PREVENTION
WASHINGTON, D.C. 20531

FOREWORD

In March, 1981, President Reagan announced the creation of the Task Force on Violent Crime. The intent of this Task Force is to provide practical workable advice on violent crime. Violent juvenile crime is a serious problem facing our society. According to the FBI, in 1979 juveniles under eighteen accounted for 25% of both violent and property cases solved by arrest in urban, suburban and rural areas of the nation.

The Office of Juvenile Justice and Delinquency Prevention recognizes this problem and applauds the efforts of the administration in bringing to the forefront the plight of the serious juvenile offender in society. We recognize that these young people must accept the responsibility for their actions, and that their communities must be safe for others. However, if our society and its young people are to be productive, then we must provide assistance to those in trouble. The task before the Office of Juvenile Justice and Delinquency Prevention is to educate and assist those dedicated to providing humane treatment for the serious offender.

This booklet is dedicated to helping troubled youth. It is to be used as a resource for communities and juvenile justice personnel in their efforts to expand their knowledge and expertise in working with the serious offender. It is hoped that the programs included in this booklet will provide guidance in serving those youth and inspiration for developing responsive and innovative services.

Charles A. Lauer
Acting Administrator

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INTRODUCTION

The Juvenile Justice and Delinquency Prevention Act of 1974, as amended, "declares that the necessary resources, leadership and coordination be provided to develop and implement effective methods of preventing and reducing juvenile delinquency." In Title I of the Act, the Congress found that, "juveniles account for almost half the arrests for serious crime in the United States today." Thus, it is incumbent on states and communities to meet the challenge presented by these young serious offenders. This booklet describes approaches which are now being taken and which are worthy of consideration by other communities.

The programs described in this booklet are examples of the types of specialized services available for the serious offender. To locate these programs, Arthur D. Little, Inc., made extensive phone calls to practitioners working with this population, consultants and technical assistance providers and correctional personnel in selected states. The information on each program was obtained through discussions with program staff and a review of the available literature on each program. However, no attempt was made to evaluate these programs. Those included were selected based on suggestions of persons in the field of juvenile justice and corrections, focus and services, and client group. The programs included in this publication range from community alternative to non-residential to institution.

The serious violent juvenile offender population is just beginning to receive national attention. This attention stems from the deinstitutionalization of status offenders which has led to segregation in many instances of first time offenders and the serious offenders. This is coupled with an emphasis to keep youth in their home community unless there is a threat to public safety, i.e., from the serious/violent offender. Thus, the serious/violent offender has been singled out as a special group of juveniles with special needs. In order to provide services and programs for these youth, there are issues that must first be resolved nationally and locally. Some of these issues are:

- A national definition has not been formulated and the programs surveyed have developed their own admission criteria calling the population serious, violent, chronic or a combination of these.

- Many community based programs are faced with balancing humane treatment with public safety, and as monies become scarce, these programs are fighting for their existence.

- The legislative/judicial issues such as waiver to adult court, mandatory sentencing for juveniles and maximum age for juveniles are being resolved differently in each state, oftentimes as a result of a major incident in the juvenile justice system in the state.

- At the program level, staff-client ratio, treatment modalities, privately versus publicly operated facilities, and length of stay differ as for any selected juvenile population.

- An inability to track youth after program completion due to termination of juvenile custody often means that program evaluations are either not attempted or they do not provide meaningful results. This impacts upon which programs' components are most effective for this population.

This booklet presents a range of options from which policy makers and planners can choose based on their own community's needs. This booklet is a resource in attaining the goal of the Act in preventing and reducing delinquency.

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Bob McKendrick, Program Coordinator

ALTERNATIVE REHABILITATION COMMUNITIES INC.

In 1975, after a widely publicized story concerning a 15 year old who hung himself in a state institution, a massive statewide effort was made in Pennsylvania to close down the state institutions. The Center for Community Alternatives was formulated at that time creating 12 programs for the population formerly served in the state institutions. Alternative Rehabilitation Communities (ARC) was one of two programs from the original 12 that is still operational . In January, 1976, the program received the last 50 youth that were in Camp Hill, a state institution.

A.R.C. Inc., a private non-profit corporation, is comprised of six program components: two male residential facilities, one female residential facility, two day treatment programs, and an outreach program. The program serves youth 13-18 years of age in the non-residential component, and youth 15-18 years old in the residential facilities. In one year's span, the program served approximately 75 youth in the residential component, and over 60 in the non-residential components. The total annual budget is $1.2 million and funding is received primarily from the counties on a purchase of care basis.

The ultimate goal of the program is to prevent youth from entering institutions and return them to the community as responsible citizens. The youth in the program have lengthy histories of institutionalization and of violent offenses. ARC is a highly structured and "eye-ball" secure program, not due to its physical make-up but because of the high staff-client ratio, intense treatment, structure, and philosophy of the program which is its key to success.

Philosophically the program runs on the belief that youth are held accountable for their actions and behavior. Once a child is accepted and placed in the program, the staff works with the child until all problems and issues are resolved. Youth are rarely removed from the program (there have only been 5 or 6 youth removed since its inception), and if a child runs away, staff make every effort to find the child and bring him back to the facility.

Youth are referred to the program from probation officers throughout the central northeast regions of the state. An initial interview is held with each potential client. After the student is admitted into the program a treatment plan is developed that focuses on three specific areas: a background summary is developed identifying the history of the problem; a dynamic summary is completed which includes social and psychological evaluations; and long and short term goals are completed with the client. Together, these three areas comprise the treatment plan which will guide the youth through placement in the program. Discharge or graduation from the program is based upon successful completion of all previously stated goals.

Youth in the residential programs are provided with a wide range of services including individual, group and family counseling, on-site education, individual treatment and educational plans, recreational activities, and custodial care. There are 13 staff per residential facility, with a staff-client ratio of 1 to 3. Each youth is assigned a caseworker who works with the client for the duration of his placement. Throughout the placement in the residential facilities, the youth work on completing the goals and objectives developed from individualized treatment plans.

Upon completion of treatment plan goals, youth meet with the staff to discuss their performance in the program. Youth completing treatment plan goals enter the outreach component of ARC. During this phase, the clients return home during the week, but reside at the residential facility on the weekends for four to six weeks. During that time, outreach workers who were introduced to the client during the initial interview, work with the youngster to insure proper adjustment back home and to aid in the resolution of problems. If a child experiences difficulty back home, the outreach worker can bring the child back into the residential program for support and assistance. During the outreach phase, youth are equipped with a plan of action for their return home and participate in a life skills program. The life skills program is a series of 40 lessons, including resume writing, interviews for jobs and solicitation of references, which the youth completes and is tested on by the staff. After these two months in the outreach program, youth are tracked for two years, during which time they are provided with job and employment services, as well as counseling services.

The success of the residential programs meant that not only were youth placed on a waiting list, but that youth who did not need secure treatment were being turned down for placement. To deal with this population of youth who were not as heavily involved in the system as those in residence, ARC opened a Day Treatment Program which operates in the community from 9 a.m. to 9 p.m.. Youth in this program remain in their community and home while participating in the services in the program. Contracts are made with the youth in

day treatment to stay off the streets at designated hours and to perform specific tasks at home and in the community. To assist parents in dealing with their children if a need arises after hours, a crisis intervention service phone number is provided to the families. Families are encouraged to call at any time if assistance is needed to resolve issues in the home.

Services provided in the outreach program include meals three times a day, counseling on an individual, group or family basis, on-site education, and recreational activities. The approach is wholistic, and specialized services which are needed by the clients or the families are identified and provided. There are eight staff in the day treatment program.

There are some basic philosophical premises which guide the operation of ARC in all of its components. First, the youth are there to stay until they complete their stated goals. They are therefore held accountable for their actions, and high-expectations are placed on the youth. Security is provided by staff-client ratio and eye contact. Both staff and youth must be committed to the program to work out problems. Youth are taught to critically think about their situation, future behavior and needs. And finally, rehabilitation is not thought of as a goal, but as a process.

A major factor in the success of the program has been the development of positive community relationships. This includes the Board of Education, probation officers, police departments, and various other community agencies. Local colleges provide interns who work for one year for twenty hours per week. Additional volunteers are sometimes used in the educational programs to provide education in areas such as alcoholism, narcotics, and ceramics.

Problems facing the program have mainly been developmental, not maintenance problems. In the beginning, ARC was faced with tremendous resistence by communities and state legislators. These problems, for the most part have dissipated. Current problems center around funding for the educational programs due to some concern by the Department of Public Works that they should not fund the educational program, but it should be instead the responsibility of the Board of Education. Other problems include locating employment for the youth and finding resources for youth who graduate from the program without a support system.

A recent study done by Penn State University of ARC's Day Treatment Program concluded that the program was highly successful and should be replicated throughout the state. Pennsylvania is, in fact, focusing more on day treatment as a viable option for the state. In addition, the program reports after tracking clients for a two year period, that recidivism rates from intake through placement to two years of tracking, the program was 74% successful in preventing repeated involvement in institutions. For those youth who graduated from the program, the program was 87% successful.

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SERIOUS JUVENILE OFFENDER PROGRAM

The Serious Juvenile Offender Program (SJOP) accepted its first client on April, 10, 1978. During its three year operation, SJOP has received approximately 400 referrals of which 86 were accepted. The program's criteria for acceptance are serious juvenile offenders who have committed property or person offenses. A property offender is defined as one who has burglarized an occupied residence and has a record of three prior felonies, all separately adjudicated within 24 months. A person offender is anyone committing manslaughter, murder, rape in the first and second degree, aggravated robbery, aggravated arson, aggravated assault, terroristic threats and has had one prior felony in the past two years. The program serves youth, who are 15-18 years old, from anywhere in Minnesota.

A serious offender in Minnesota is initially committed to a institutional facility, where his/her first six months of commitment must be spent. The sentence stipulates that four out of the six months must be spent in security. However, if a youth contracts for entry into the Serious Juvenile Offender Program, then only two months are spent in security with the remaining four months designated for the open institutional program or, in certain instances, in a highly structured community residential program.

A youth spends a total of 18 months in the Serious Juvenile Offender Program, six in the institution, six in the community and theoretically, six months can be given in good time, thus decreasing his/her stay to a year. Most youth, however, spend the full 18 months in the program. A youth designated a serious offender can opt to spend his/her 18 months in an institution rather than join the program, although this has not occurred. A youth who chooses to enter the program is assigned a case manager who works closely with the youth both while in the institution and upon release. The case manager negotiates a contract with the youth which is predicated on attainable, concrete goals such as completion of GED, acquisition of a driver's license, or participation in vocational training. Youth are tested to insure that the goals are appropriate and obtainable. The youth must have 90 incident free days prior to parole as well as having met the conditions of the contract before being discharged. Behavioral contracts are used with all clients, and are the

mechanism by which youth move through the program; i.e. from security to discharge. Both monetary and symbolic restitution is used in the contracts for the community. While in the institution, youth provide their case manager with the names of three people with whom they would want to spend time upon release. These names are screened carefully, and one individual is chosen as a community liaison worker. The community liaison worker must spend 18 hours a week with the paroled youth in face to face contact, and is compensated at a rate of $5.50 an hour and 19¢ a mile for any transportation. The community liaison worker must have been free of crime for at least a year. While many are involved in youth or human service work, some have had no previous formal training or work in these areas. The case manager supervises the community liaison worker. The community liaison worker must know the whereabouts of the youth while on parole and play the dual role of providing community supervision and support. Since the community liaison worker is one of the unique aspects of the program, in this capacity he or she must provide intensive supervision for at least the first six months of the youth's return to the community.

A primary purpose of the program is the achievement of offender accountability through the use of contracts. A second ingredient emphasizes the use of existing social and correctional services and the coordination of these services. However, the main thrust of the program is public safety while providing treatment.

The program staff consists of one full-time director, two full time and one part time case managers, one secretary and a part-time research analyst. Approximately 60-90 liaison workers have been employed during the tenure of the program, each of whom may work with no more than two youth.

The annual budget is approximately $210,000. These monies are derived from an LEAA grant with state matching funds, however the program is due to terminate June 30, 1981, due to loss of funds. Minnesota is experiencing economic problems, and substantial cutbacks are occurring in funding new programs and continuing existing programs. However, major aspects of this program have been adopted as Statewide policy for juveniles. The result has been an increased emphasis in the serious offender. The State has moved towards more proportional length of stays determined by the youths' instant offense and delinquency history. There is also more systematic use of locked programs for the serious juvenile offender who is a demonstrated risk to run. The major component of the program that will not continue without additional funding is the community liaison worker.

An evaluation of the first 25 months of the program has been completed. This evaluation is based on 76 juveniles, three of whom are female. Eighty-two percent of these juveniles, who have or are participating in the program, have not been adjudicated for a felony subsequent to their admission to the program. It should be noted here, however, that many of these juveniles have little or no exposure to the community during program participation. Seventy-five percent of the participants have not run away during the residential phase. This compares with a 50% runaway rate with a similar group who met the admission criteria in 1975. Placement in a variety of programs rather than reliance on a single placement for the serious juvenile offender seems to be supported by the experience with this program; the number of serious incidents has been few and isolated. An on-going evaluation to provide at least 12 months of follow-up of all program participants after their discharge from parole was planned, though it has been curtailed due to funding.

A detailed description of other findings and recommendations is available from the Program Director.

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Trudy Patterson, Program Director

NEXUS

Nexus originally opened its doors six years ago to serve young adults entering the District Court for the first time. Its target population changed over the years and in 1979, at the request of Hennepin County, Nexus began work with only certified juveniles. Their population is defined as serious, sophisticated, and/or hard core. Criteria for admittance is that the individual be male, 16 or 17 years old, though occasionally a 15 year old is admitted, who has no history of psychosis or mental retardation, a current adjudication for a personal property offense, and has been certified as an adult or defined as a serious offender. Youth with chemical dependencies are not excluded from the program. The staff reviews prior record, psychological evaluation, success or failure in other programs in institutions, family history, perceptions of the court, seriousness of offense, and has a 30 day in-house assessment period in order to decide the appropriateness of the individual for the program. Five of these indicators must show that the youth is a candidate for the program. Nexus is an independent non-profit corporation, with a capacity of 14, seven of which are allocated for youth from Hennepin County with which Nexus has a contract. The remaining seven beds are available for other counties on a per diem plus room and board rate. The per diem rate is $38.83. The FY 1980 budget was approximately $109,000.

Nexus employs a community concept whereby youth and staff alike share in the responsibilities of the home, thus creating a microcosm of the community at large.

Youth move through the program in phases. As mentioned earlier, youth are originally accepted into the program on a 30 day assessment period which permits staff and youth an opportunity to assess one another and make a decision regarding placement. Once admitted, the youth spend an average of 10-12 months in the residential component of the program which is divided into four phases. The first phase is structured and focuses on the client's behavior and provides alternatives for negative behavior. The second phase is more individualized and begins to work on the underlying issues that contribute to his personality. The third phase is a transition period whereby the youth is going to school and/or work in the community. The fourth phase is non-residential aftercare which lasts approximately four months. During this final period, the youth lives in the community, but returns to Nexus twice

a week for group counseling. Upon completion of this phase, the youth graduates from Nexus via a graduation ceremony and the court then either reduces the case to lesser supervision or releases the youth. In some instances, the client is not willing to complete the fourth phase and the court will be notified of his program completion rather than graduation.

Nexus uses group meetings which are approached from three areas: behavioral, affective, and cognitive. Its treatment modality employs the therapeutic community with the medical models incorporating components of Transactional Analysis, Gestalt, Behavior Modification, and Reality Therapy. It maintains its own school with a SLBP program (Special Learning Behavior Problems). The school program is individually oriented, since the majority of the youth have learning disabilities. During the third phase of the program youth complete a full battery of vocational tests which prepares the youth for entry into an appropriate job upon release.

Nexus is staffed by eleven individuals including a Clinical Psychologist, a SLBP teacher, two Master's level staff, two B.A., four para-professionals and one secretary. Staff work in shifts, providing 24-hour coverage. Outside consultants are used extensively especially in the area of family therapy. Volunteers also assist in numerous areas, such as meal preparation and outings. Nexus hired a former client to prepare a program newsletter and stay in touch with program graduates. This is an informal means of program evaluation, but has been effective in maintaining contact. Nexus has not had any reported incidences from the community regarding their residents nor have their been any assaults by residents on staff. Certainly a concern in their admission policy has been public safety.

Nexus has experienced some problem with lack of leverage, as individuals do not voluntarily enter a structured program. Often a client is seen as being treatable, but a prior high absconding rate prevents entry to the program. Some of the youth do not want the intense supervision of the aftercare phase, and thus the effects of the program may not be fully implemented.

Katahdin: A Workshop for Youth
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Contact: Dick Mammon, Executive Director

KATAHDIN: A WORKSHOP FOR YOUTH

Katahdin began in 1978 as an alternative to institutionalization of youthful offenders and provided a lifestyle that would be acceptable to youth and the community. The program was originated by outreach and streetworkers who felt that there was a more successful and inexpensive way to deal with youth who were adjudicated delinquents than to place them into institutions. The target population of the program is male and female youth 12-18 years of age, who are adjudicated delinquents with at least two felony or serious misdemeanor charges. The ultimate goal of the program is to prevent repeat offenses and to provide an alternative to institutionalization.

Katahdin is a non-residential day treatment program which combines a blend of educational and counseling services. The program uses an eclectic blend of techniques with the clients and their families, working towards changing negative behavior into positive, productive behavior. Using a wholistic approach, the program works with the client, families, additional services and agencies, and other involved parties to benefit the clients. The program serves youth from Minneapolis and is open from 9:30 a.m. to 4:00 p.m. The crux of the program is the educational component which is an alternative school providing individualized curriculum instruction to the clients. Morning classes in math, English, and science are under the supervision of a full-time teacher licensed in learning disabilities. Afternoon classes are offered in topic areas such as photography, values clarification, sexuality, decision-making skills, and culture. All clients participate in the education component of the program.

The second major component of the program is counseling. Clients are offered counseling on an individual basis with an assigned counselor. Counseling also includes group work and family counseling, and this component of the program is geared towards goal setting and attainment.

While in the program, clients remain in the community and live in their own homes, foster homes or group homes. The capacity of the program is 18 with a maximum length of stay of six months. A short maximum length of stay was established to move away from the notion that the clients are in the program "to do time" for their offenses. An after-care component is provided by Katahdin and is currently being revamped to improve follow-up services.

There are two factors of Katahdin which distinguish it from other programs for the serious and violent offender. The first is the program's effort to work with female juvenile prostitutes, since Minneapolis has a high incidence of prostitution and the need for services for this population is high. This particular client group is referred to the program through the normal referral process, such as probation officers, youth diversion projects, and other community agencies. In addition, youthful female prostitutes oftentimes seek the services of Katahdin on their own, or refer their friends to the program.

The other factor which plays a major role in the program is the way in which it is operated. Katahdin uses a non-authoritarian mode and involves the clients in program decision-making as much as possible. The system of government which runs the program is handled by the clients, who decide upon referrals, intake, educational activities, dismissals, etc. The clients ownership in the program is heightened by the mere fact that they make the decisions.

Katahdin is extremely flexible in providing services which allow for the impulsive behavior of their clients. If families cannot attend family counseling in the program site, for example, the staff will go to the family's home. This is, according to the staff, one of the main reasons for the success of the program.

Katahdin employs five full-time staff and a part-time cook. College interns are used to supplement the staff and to offer their talents in activities for the afternoon education classes. The program is funded by the Hennepin County Department of Court Services and private foundations, and has a total annual budget of approximately $150,000. Clients are charged with offenses ranging from prostitution, murder, and property offenses to aggravated assaults.

When questioned about problems or difficulties, future funding appeared to be the most pressing concern. The reason for this concern is the increased need by service agencies and programs for money from the private sector. This potentially will have an impact on the program, but it is not certain to what degree.

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Mike Corbett, Executive Director
Rikki Goodwill, Program Director

FAMILY ADVOCACY COUNCIL

The Family Advocacy Council began in January, 1977 as Project Respond, a federally-funded program on the grounds of the state mental hospital. It was designed to treat autistic children outside of the hospital setting. In the Fall of 1978, Project Respond ended and the Family Advocacy Council (FAC) took its place. The FAC accepts varying types of children in addition to the autistic.

FAC is a community-based program that operates on the premise that youth are best treated in their "natural" home setting or as close to a natural home setting as can be obtained. The program serves about 45 clients at a time, aged 9 to 25. The average treatment time is 20 months. The typical client has a problem with impulse control. Some are autistic, have learning disabilities, have experienced either physical, sexual or emotional abuse, fit into one of the psychiatric categories, e.g. schizophrenic, psychotic, etc., or have committed a crime such as arson. Since the program will take any child referred by the State of Maine, they do have some clients who fit their definition of the "serious/violent" offender: youth who have been incarcerated and have had serious conflict with the law. About half of their population at a given time has had contact with the law and the other half are referred for other reasons, such as those stated above.

Although FAC is presently forced to respond to referrals from the entire state, they ideally do not like to accept clients who live more than 25 miles away from the program unless the state provides proof that the child will be placed out-of-state or that the local residential treatment program will not work with FAC on a consulting basis. A child being 8-12 hours from his home runs contrary to FAC's belief that a child is best treated in his natural environment. FAC is hoping that Maine will move toward regionalization of services, but this is by no means a certainty. FAC serves a mixture of urban (Portland, Auburn) and rural youth.

FAC's program components are described below:

- "mini" group homes with three youth per home; since society is characterized by diversity, every attempt is made to maintain heterogenous populations within these homes.

- therapeutic foster homes with one to three youth per home; FAC staff are available to the foster families at all times, provide respite care every two weeks and are involved in recreational programs with the young people.

- children in natural families which emphasizes the need to tap the resources of natural families.

- independent living which enables adolescents to either live with a staff person or live independently with full-time supervision from a staff person.

- special educational school for those youngsters whose educational needs are not adequately dealt with in the public system (30 of the 45 residents in the program are in the special school; the rest attend public school.)

The program's goal is to move clients through this continuum of services until they can function completely and independently.

There are 60 staff members, including foster parents, child care workers, and teachers. The program utilizes an average of five or six volunteers at a time from the community, usually in the work/study program.

The community and the police are very helpful to the program, with staff and foster parents coming from the community. However, the program has encountered serious resistance from the state, which funds 100% of the program. State officials have trouble with the idea of these children being treated in their own homes and communities instead of in the traditional type institution. Funding for Fiscal Year 1981, which was to be granted in September, 1980, is still being discussed and the program could conceivably close down. Funding for Fiscal Year 1980 was $ 1.12 million.

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Contact: Robert S. Weaver, Vice President

ASSOCIATED MARINE INSTITUTES, INC.

The Associated Marine Institutes, Inc., began in 1967, when a Florida Juvenile Court Judge asked a close friend who was involved in scientific diving work if he would keep several youth who otherwise would have to be sent to an institution. The placements with the diving instructor, who is now the president of the program, and his staff had such positive results that the program has continued and grown. This non-profit, public program serving youth committed to the State Division of Youth Services, has seven locations throughout Florida: Jacksonville, Pompano Beach, Miami, St. Petersburg, Panama City, Tampa, and Key West. All the centers, with the exception of Key West, are non-residential and deal with youth in the immediate geographic area, treating them in their own homes and within their own communities. Tampa, in addition to having a treatment center, also is the administrative headquarters for the whole program. Key West is a residential facility and is reserved for the most troubled youth, mostly from the Miami area.

The State of Florida refers committed youth to the program. The age range is from 15-18 and most youth have a history of 8-12 offenses with the last few being felonies, such as property and personal crimes. The program accepts referrals at any time, but the approximate population served on any one day by all the centers is from 250-300 There are about 30-45 youngsters at each location at a given time, and the average length of stay for a child is six months.

Since April 1978, the Institutes have offered a program under a Title VIII Young Adult Conservation Corps grant, serving youth aged 16-23. This program involves the youth in conservation work on various marine-related projects, e.g., artificial reef construction, revegetation of eroded shorelines, and research on the Florida stone crab, to name a few.

The services provided to the youth at the Associated Marine Institutes focus heavily on educational and vocational activities. Since most of the youth have a history of poor performance in school, the program emphasizes the basic academic skills so that a majority of youth coming out of the program have attained their GED. They are also simultaneously involved in marine-related work. The staff teaches them about seamanship, SCUBA diving, and other ocean sciences. Each youth receives individual, group and crisis

counseling. Therapy is available to respond to a youth's need as it arises. The programs utilize a behavior modification system that emphasizes performance preceding rewards which develops a pattern of success. This facet of the program emphasizes privileges, over-night trips, and other motivational tools to reinforce positive behavior. Recidivism rates over the past 12 years have averaged eighteen percent or below, and the adjustment of each client is followed up for a minimum of three years.

The program hours are from 7:30 a.m. to 5:00 p.m., Monday through Friday, with the exception of the Key West residential facility which operates 24 hours a day, seven days a week. Staff at the various program sites will work on weekends if a particular activity is planned.

The staff at the Institutes are unique in that they are primarily recruited from marine-related backgrounds. They are ship captains, scientists, marine technicians, SCUBA diving instructors, general contractors, and the like. Some have had business experience. As in the program's beginning, the Institute is still a scientific marine firm engaged in work other than the work with youth. There are ninety permanent staff members including administrative staff. At a given time, the program also makes use of about 10-15 volunteers, who are often interns from the universities or volunteers from the communities. Each location also has a Board of Trustees in addition to the Board of Trustees who ovesees the program as a whole. There are approximately 120 Board members and they are very active and integral to the success of the program. They facilitate relations with the communities, which are excellent in all locations, secure funding and equipment, and make policy decisions.

The program's budget for Fiscal Year 1981 is $3.5 million. 70% of this money comes from the Department of Health and Rehabilitative Services in Florida and the remaining 30% is from the private sector.

The State of Florida is vitally interested in expanding services to this type of youthful offender. The Department of Children, Youth, and Family is aware that presently most "serious/violent" juvenile offenders end up in training schools. Other possiblities for these children are being explored, such as a marine camp designed to meet the needs of this population of kids.

Unified Delinquency Intervention
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Contact: Earl Huch, Director

UNIFIED DELINQUENCY INTERVENTION SERVICES

Funded by the Illinois Law Enforcement Commission, the United Delinquency Intervention Services (UDIS) began in 1974 as a three-year demonstration project in Cook County, Illinois. By 1977, UDIS had developed services in several counties in Central Illinois to demonstrate the feasiblity of such a project outside of Cook County. The result of the expansion, coupled with increasing commitments to the state Department of Corrections, led to additional program expansion in Illinois. UDIS has been serving the entire state since 1979. About 60% of the population served by UDIS is from Cook County with the remainder derived from other areas of Illinois.

UDIS is administered by the Illinois Department of Corrections, Division of Juvenile Field Services. The majority of the program's funds are utilized to develop and purchase services for adjudicated delinquent youth. UDIS offers judges a dispositional alternative in lieu of commitment to the juvenile division of the Department of Corrections. The youth participate voluntarily in the UDIS program. Youth remain on probation while in UDIS and if the youth decides he does not want to be in the program or is terminated, he is returned to court for redisposition. UDIS serves the serious and chronic delinquent offender aged 13-17. The average length of stay is approximately six months with an average daily population of 250 clients.

The program defines the serious offender as a youth who has committed a grave offense; e.g., murder, rape, burglary, and who has a history of delinquent offenses. UDIS defines the chronic offender similarly although these youth tend not be as violent. These youth have had several formal tries at probation and have been unsussessful. All traditional programming available, in fact, has been tried and has failed. UDIS' goals are to divert these young people from further penetration into the criminal justice system, demonstrate the viability of short-term community-based corrections, and provide a normalizing experience by utilizing local resources and services. The network of services that the program has developed, which is geared to working intensively with this type of offender, provides both residential and non-residential programs. Program components are Advocacy, Counseling, Educational/Vocational, Group and Foster Homes, Wilderness-Stress, and the Intensive Care Unit.

The Advocacy component entails the purchase of service from an individual or organization to provide a child with one-on-one service. It functions in the surrogate/parental role, helping the child in his dealings with school, family, and peers.

Counseling is provided in the traditional sense, where a counselor and child work together on specific areas of difficulty. UDIS provides, in addition, crisis intervention and family counseling.

The Educational component of the program supplies tutors for youth and contracts with alternative schools for youth who cannot function effectively in the regular school environment. The Vocational services entail the preparation of an individual vocational plan for a youth. This includes pre-vocational job skill development, and on-the-job training by businessess that plan to bring the child on permanently if preliminary efforts are successful.

The Group and Foster Homes that UDIS contracts with range from highly structured homes to homes that provide the basic living situation.

The Wilderness/Stress component is modeled after the Outward Bound Program. UDIS contracts with two such programs--Darrow Hall, located in Missouri, and Underway, operated by Southern Illinois University.

UDIS has contracted with the Department of Mental Health for a 12-bed wing in the Illinois State Psychiatric Institute to form the program's Intensive Care Unit. This unit is used only for those youth who have such severe psychological problems that they cannot function in a community setting.

Young people in the program generally have contact with a number of different services during their stay. As long as the youth works toward the goals detailed in his or her contract, which they enter into with the program, they will emerge successfully from UDIS.

UDIS ascribes to the concept of the least drastic alternative, thus their commitment to the community-based idea. This is carried out by making every effort to keep the youth in his or her own community, if possible and reasonable. If this is not possible, UDIS continues to seek the least drastic alternative for the youth, an alternative which will be the lease disruptive to the youth and his or her family unit.

The program has 32 permanent staff members, with seventeen serving as Case Managers. Volunteers are used only after the goals of the program have been met and the youth has moved on to another community-based program after emerging successfully from UDIS. The

program enjoys official support, although communities are often resistant to having these youth near their homes. The FY81 budget is $2.7 million, funded through general revenue monies from the State of Illinois. The program receives no federal money.

Project New Pride
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PROJECT NEW PRIDE

Project New Pride, begun in 1973, is a non-residential community based program for youth who are adjudicated delinquents by the court. The program serves males and females, aged 14 through 17, who are charged with offenses ranging from ordinance violation to criminal violation. Funded by the Office of Juvenile Justice and Delinquency Prevention, Colorado State College, United Way and the Community Development Agency, the annual budget is approximately $1.2 million.

Prior to the project's initiation, juveniles who had committed serious crimes were detained for short periods of time and then returned to the streets. The police estimated that this population accounted for 50% of the juvenile crime committed in Denver. It became evident that efforts needed to be made to provide services for this population in their own community. This was the basic premise behind the development of Project New Pride.

To best serve the needs of this population, an initial survey was completed prior to the programs' development. Several common factors among this client group were indicated by the survey:

- Most of the youngsters experienced academic failures;
- Most of the clients were in need of pre-vocational skills;
- Most of the clients needed employment;
- Most of the clients required intensive supervision;
- Most of the clients needed family intervention services; and,
- Most of the clients needed cultural education.

It was determined from this initial assessment that the project needed to address a variety of areas in an innovative service delivery system. Project New Pride's components developed from this assessment were education, counseling, employment, and cultural education.

Clients accepted into the program participate in diagnostic exams and needs assessments to determine their own individual needs. Intensive services and assistance are provided for six months with follow-up supervision provided for an additional six months. During the initial intensive phase, staff contact the child on a daily basis; in the follow-up stage, it becomes the child's responsibility to contact the program.

Thirty percent of the population served by New Pride are learning disabled and attend education classes at the Learning Disabilities Center, which provides intensive assistance to the clients to correct and improve their disabilities. The remainder of the clients are enrolled in the Alternative School which provides one-on-one tutoring. Both schools are operated by the program with the goal of reintegrating the clients into the public schools. Seventy-three percent of these clients are high school dropouts, and most of them function on a fourth or fifth grade level. Project New Pride has been successful in reintegrating 70% of their students into public school, with 91% of these reintegrated students entering specialized education and vocational classes. The program has been able to improve most of the clients functioning level at least one grade level within six months.

Both innovative and highly successful, the vocational aspect of Project New Pride provides vocational skills and work ethics training. An initial problem was the number of employment opportunities available to the clients. To resolve this issue, Project New Pride developed its own construction company and contracts with the city of Denver to rehabilitate approximately 500 homes. Most of the homes under renovation by this program are low-income homes, and services provided include winterization of homes, repairs, and upkeep assistance. The program has provided 745 jobs in a two year period.

Counseling, a third component of the program, includes treatment planning and one-on-one contact with the client, families, teachers, and social workers. Counseling during the first six months is intensive, and the follow-up services involve a minimum of weekly contact with the youth and his family.

A final program component, cultural education, includes exposing the client to a wide range of experiences in the Denver area. For many of the clients, contact with cultural activities prior to involvement with Project New Pride has been limited. Experience and exposure to recreational, educational, cultural, and other events are made available to the clients.

The primary goal of the program was to reduce recidivism by 30%. In a recent study completed by independent evaluators it was found that for serious felonies, there was a 53% recidivism reduction within a one year period. Furthermore, in a two year period, recidivism of any offense was reduced by 37%, while the figure for the serious felonies showed a 61% reduction.

Clients served by Project New Pride are referred from the courts and are all adjudicated delinquents. Eighty-five percent of the clients are male, 34% are anglo americans, 35% are spanish surname, and 30%

are black. Ninety-percent of the clients who have successfully completed the program have not returned to an institution. Forty-five staff work with the clients in all aspects of the program. Youth in the program receive more than 21 hours of service per week during the first six months, and approximately 11.5 hours per week during follow-up.

The only problem facing the program is potential funding cuts. If federal funds are cut, it is uncertain whether the state would reimburse the program for these depleted funds. Colorado is not inclined to want to keep this client population on the streets, and therefore efforts to gain additional funds from the state may be difficult.

The Crisis Intervention Network, Inc.
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CRISIS INTERVENTION NETWORK

The Crisis Intervention Network, Inc., (CIN) located in Philadelphia, is geared towards prevention, intervention, and mediation of youth gang related issues. CIN began in 1974 as a pilot project in southwest Philadelphia and was created to deal with the rising number of gang related fatalities and injuries. In 1975, there were 40 gang related deaths in Philadelphia, and gang homicide was the number one killer of black males under 30 in Philadelphia. In southwest Philadelphia there were 19 deaths in 1973, and these were reduced to 4 in 1974. The pilot project contained several components which were refined to develop the Crisis Intervention Network, Inc.

Originally funded by the Governor's Justice Commission, CIN currently has an operating budget of approximately $1 million. It is funded through Act 148, an amendment to the state's Child Welfare Code at a 75% reimbursement rate. The remaining 25% of funds are provided by the City of Philadelphia.

CIN operates in five distinct areas of Philadelphia which are primarily black, low to mid-income areas. The program serves gang members, 13 to 25 years of age, in 127 gangs. Crisis teams, comprised of a team leader, assistant team leader and four youth workers are assigned to a specific target area. These teams patrol their areas in two shifts during 7 a.m. to 11 p.m. each day. In addition, crisis teams are on call for 24 hours per day to settle disputes and handle crisis situations.

A very important aspect of these crisis teams is their composition of indigenous workers. Since team members are former gang members and current residents of their assigned patrol area, the purpose and benefits are numerous. Crisis teams for example, are able to relate to the youth from their own standpoint while at the same time serving as positive role models. They are familiar with their surroundings and with the residents, thereby creating a sense of trust. In addition, they are able to identify key areas in their assigned patrol area which are potential problem areas.

The crisis teams work in mobile units with established sector patrols. These vehicles are equipped with two way radios and beepers to enable teams to respond to crisis situations immediately. A 24 hour crisis Communication Center receives calls from all sectors of the community, including private citizens, schools, and recreation centers regarding potential gang related problems. The center dispatches this information to a crisis team, which immediately responds to the call. The role of the crisis team is, then, to prevent, intervene, or mediate gang disputes.

In addition to the crisis teams and Crisis Communications Center, an important component of the program is the Parents' Council, established as both a forum for information sharing and a mobilizer of parents to reduce gang related incidents. The Parents' Council is active in developing and supervising activities, work, and special projects for the gang members to redirect their talents into constructive activities. Comprised of volunteers the Parents' Council encourages adults to phone CIN with rumors and complaints, and serves as a forum for both the youth and the community. The Council has three standing committees: youth activities, communications, and ways and means.

An important factor in the success of this program has been the development of specific roles and responsibilities with each interfaced agency. Relationships and linkages with these agencies have been developed to provide a clear turf deliniation and support system. For example, specific school liasons are designated to work with CIN at the time of gang disputes. Police roles have been defined and are complimentary to the crisis team roles. These interfaced agencies support, protect, and assist each other in a constructive fashion.

An additional component of CIN which has been successful in resolving gang disputes is the role of probation officers. Many of the gang leaders are adults by virtue of their age, and many of these leaders are on probation. Adult probation officers are assigned caseloads of gang leadership, thereby allowing them to spend more time on the streets working with the gangs and the crisis teams to mediate crisis situations and develop agreements between gangs.

Program staff includes a management team, comprised of a manager of program development, a field manager and a project director who are responsible for overall management and operation of the program. Four middle management coordinators are assigned responsibilities for the field coordination, community education, and communications coordinators and program planning.

The success of the program can be seen in the statistics related to gang related deaths. In the first year of operation, deaths were

cut by 50%. Last year in Philadelphia there were two gang related deaths compared to 43 in 1973. The program utilizes the services and support of its community to work through crisis situations and prevent violence and homicide. In a 1980 civil disturbance which created tension and anger among gangs, community patrols, made up of former gang members, volunteered their time and energy to work with the Crisis Teams to patrol areas and mediate disputes. The result was a peaceful resolution and complete avoidance of any major crisis.

The program staff and community are pleased with the success of the program. The problems identified for CIN are similar to those of any youth service system--funding, expansion, and ability to key into other resources to serve the youth and the parents. However, these problems have not manifested themselves in a crisis situation and it does not appear that the program will have difficulties in resolving these issues.

Juvenile Medium Security Unit
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Joseph Cuttre, Program Director

JUVENILE MEDIUM SECURITY UNIT

The Juvenile Medium Security Unit, (JMSU) consisting of six separate components, is located on the grounds of the Yardville Youth Reception and Correction Center. The unit serves males, 16-18 years of age, who are deemed not appropriate for community placement. Many of the youth have experienced severe problems in the community and are the worst offenders in the New Jersey system, having been convicted of atrocious assault and battery, rape, homicide, armed robbery, as well as being serious escape risks. Usually 10-12 percent of the population is labeled violent or aggressive.

The six components have a maximum capacity of 120, with an average daily population of 110-115. Youth are placed in the program according to a personality disorder classification and/or offense. The units are:

- one unit with a capacity of 24 serving youth convicted of juvenile homicide or an equally serious or more serious offense;
- one unit with a capacity of 18 serving the passive, inadequate youth who might potentially be exploited in an open program;
- two units with a total capacity of 36 designated to serve the explosive acting-out youth; and,
- two units with a combined capacity of 42 serving those youth who can handle confrontation, but who exhibit mild character disorders. This unit employs GGI, (Guided Group Interaction) as a treatment medium and a Program of Intensive Education (PIE).

Youth are classified upon entrance, though they may be moved once in the program.

The emphasis of the program is to provide structure and consistency. All youth are involved in a non-traditional educational program, a vocational program teaching carpentry and engine repair, a health and physical education program and an art therapy program. There is also an evening program offering GED or ABE classes on a voluntary basis. Structured recreation is also offered. These programs are scheduled six days a week, 12-14 hours a day with Saturdays devoted to scheduled recreation. Sunday is allocated for visitors and a movie.

A full-time psychologist is responsible for group therapy which is geared to each particular unit's own problems. Psychoanalysis, assertiveness training and problem solving are some of the therapeutic modalities employed.

JMSU is staffed by 25 professionals including the Program Director. There are an additional ten custodial staff members. Student interns fulfilling their field placements are used extensively throughout the program, such as in the recreational and vocational programs.

A budget figure is not available for this program as the unit is funded through Yardville rather than as a separate entity. The unit has been in existence since 1978. Yardville houses youth 16-26, based on a percent change in the New Jersey criminal code establishing a correctional bracket instead of a juvenile bracket that ended at 18. JMSU is separated by sight and sound from the older offender, however this caveat does not allow the unit to meet ACA guidelines for accreditation.

A juvenile, under the age of 18, may receive a maximum three year sentence by the court unless the offense is second degree homicide or higher in which case the judge may levy a stiffer sentence. Most youth comitted to JMSU have an indeterminate sentence. A State Parole Board has recently been designated the responsibility for setting a youth's time and his release. The institutional administration makes recommendations to the Board on a youth's progress.

JMSU provides placement plans for youth nearing release. These plans are coordinated with the parole officer. If there is not a suitable home, then it is incumbent upon the institution to find a placement.

A major problem at JMSU is lack of leverage with the youth. The Parole Board, since it is a new entity, is still testing its strength and does not always adhere to institutional recommendations. This makes it difficult to deal with the youth in terms of encouraging the youth to participate in the program.

Closed Adolescent Treatment Center
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CLOSED ADOLESCENT TREATMENT CENTER

The Closed Adolescent Treatment Center (CATC) is designed specifically for the aversive treatment evader. It was initially funded by LEAA in 1972 to test the hypothesis that treatment was possible for these "untreatable" and violent youths. The term aversive treatment evader was coined to describe the typical behaviors of the population served. Aversive refers to the effect these youth have on people with whom they interact. Their habitual aggressive and often violent behavior makes most people attempt to avoid them. Treatment evaders refers to their ability to sabotage or resist attempts at intervention. The admission criteria, designed in conjunction with a panel of juvenile judges, are: court committment; history of extremely assaultive, destructive, or self-destructive behavior; history of unsuccessful previous treatment; and history of chronic runaway. There has been an increase in the number of murderers and sex offenders during the last years. CATC does not maintain a waiting list and does have the opportunity to select appropriate youth for entry.

The CATC serves males and females between 12-21 years of age, with average age of the student at 17.9 years, and the average length of stay at 22 months. Capacity for the Center is 26 youth who are served by 25 1/2 staff members; this ratio is an important component given the population. However it is recognized that this staffing pattern is unusual in a correctional setting, but with the use of paraprofessionals cost can be kept in check as compared with a mental health center which often has this type of ratio and must also be accredited. Staff consists of one Psychologist/Director, Assistant Director, two Special Education Teachers, three Psychiatric Nurses, a Secretary, an Occupational Therapist, a Recreational Therapist, six Youth Service Counselors (usually Masters level), and five Youth Service Workers (B.A. level). There is a Community Services Worker who provides intensive community follow-up and a part-time psychiatrist. All staff work a four day work week in ten hour shifts; one day is always scheduled for the week-end to ensure maximum coverage at critical times. There has been little staff turnover, only about one percent, over the last several years. Though there is limited use of volunteers, some student interns from local schools participate.

CATC is an intensive, highly structured program designed to put pressure on the youths to change their lifestyle before they become a person who must be locked away from society in the adult system. Therapy is the primary emphasis and a combination of treatment modalities is used, group treatment being the central treatment technique. A team system allows the youth to receive clear prompt feedback on their progress. The team is responsible for giving behavior points twice a day to the youth. Levels indicate the youth's ability to be responsible for his own behavior, for that of his peers and eventually to handling himself in the environment outside the institution.

All youths enter the program at Team II level and are treated as fairly responsible adults. If the student proves differently, he or she can be demoted to Team I whereby there is loss of control over his/her life and major decisions are made by the staff. If the youth progress to higher teams, they earn increasing control over their lives. There are six teams including the Discipline Team and the Release Team. Discipline occurs in several forms within CATC, but the result, regardless of the form, is that students learn to accept responsiblity for their own behavior, to control their impulsiveness and bad habits, to confront others in a caring way, to break out of their delinquent roles and to experience the "high" that results when you work hard at something and win.

The secondary goal at CATC is to provide an education for the residents. Youth attend school a minimum of two hours a day with a voluntary afternoon session of an additional one and a half hours. Each student has an individualized educational plan based on his/her level of functioning, and it is infrequent that a youth leaves the program without attainment of his/her GED. Occupational and recreational therapy are also important parts of the program and help the youth in learning to channel his/her aggressiveness more appropriately.

When a youth is released from the program, the community services worker works with the youth in placement. Youth are placed on a six month trial community placement supervised by the CATC's worker. Youth are then discharged, and most opt for independent placement. Family therapy does occur and is encouraged, though in many cases it is not realistic.

CATC is presently funded by the State of Colorado's Department of Institutions, Division of Youth Services. Its personnel budget is approximately $441,565 annually with an additional $8,500 for office supplies, equipment maintenance, laundry, clothing, transportation and other miscellaneous costs. Food services are contracted and cost is not available.

There was an initial evaluation after three years of operation. In summary the evaluation showed that CATC met most of its internal and external goals. On a definite majority of the measures, the CATC-treated youth out-performed the control group. The evaluation team concluded that the program was not only successful, but also economically efficient. This evaluation is going to be replicated in the near future. One of the drawbacks of the first study was a small sample size.

The State of Colorado is becoming more punitive in its handling of the serious offender. While there has been some legislative opposition to CATC due to its not institutionalizing youth for a period of time comparable to adults committing similar crimes, it continues to be supported.

(Note: Vicki Agee has written a book "Treatment of the Violent Incorrigible Adolescent" that describes CATC and treatment of the aversive treatment evader and is available from Lexington Books, Lexington, Mass.)

North Central Secure Treatment Unit
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NORTH CENTRAL SECURE TREATMENT UNIT

The North Central Secure Treatment Unit (NCSTU), located north of Harrisburg, serves male delinquent youth committed from the North Central Region of Pennsylvania. Criteria for entry is as follows:

- Any child, 14 years or older whose behavior does not warrant transfer to the adult court and has been adjudicated for a violent offense, e.g., homicide, rape, robbery involving a weapon, aggravated assault, actual or potential violence, involuntary deviant sexual intercourse, arson, kidnaping, or two or more non-violent felonies arising out of more than one incident, and has received prior treatment in a delinquent institution that has proven unsuccessful as indicated by subsequent adjudication for a felony offense;

- the court records have established that the youth is a chronic offender or chronic escapee and has been previously adjudicated for a violent offense or has been adjudicated for a violent offense subsequent to placement in a non-secure institution; or,

- the youth has been adjudicated delinquent for a violent offense(s) and the court determines that a non-secure setting or alternative treatment resource is inappropriate, considering the nature of the offense and indivdual.

These criteria were devised by the Criteria and Process Task Group for the State's secure facilities. This task group is part of the Committee of 15 which was appointed by the Governor in 1979 to make recommendations on the extent of services needed for youth in secure care. This committee continues to address relevant issues for this population.

NCSTU came into existence in January 1979. It is a state funded program with a FY81 budget of approximately one million dollars appropriated from the Department of Welfare and Department of Education. The facility can accomodate a maximum of 24 youth, between the ages 14-18, though the population usually clusters in the 16-18 year old range, and the average length of stay is 8-9 months. There are a total of 39 employee staff positions consisting f a director, four supervisors (one of whom is School Principal), 13 youth development counselors, 11 houseparents, one maintenance

staff, one secretary, and one part-time staff, a nurse and a Chaplain who are wage positions. Five staff members are teachers who report directly to the Board of Education while the Principal reports to the program director. Staff work 40 hours per work week in shifts. Volunteers are used for evening programs and special activities, such as conducting groups on sexual awareness, assisting in fund-raising, and conducting explorer post meetings. Medical, psychological and food services are provided through local contracts.

NCSTU is a secure treatment program stongly founded on a philosophical precept based on the Semnow Yokelson theory of the criminal personality. The staff perceive the youth as having the ability and capacity to change and the program functions on the concept of choice by the youth. Youth are viewed as being beset with thinking errors. Such errors are only perceived as errors from the standpoint that the responsible person would perceive them. The staff's role is to help the youth examine their errors and teach them responsible correctives. The treatment approach is intense, directive, and highly confrontive of negative behavior, whereby the staff direct youth from irresponsible to responsible thinking.

When a youth enters the program, the first 30 days are delegated for orientation and diagnosis. Services provided during this phase includes a complete physical, psychological and educational testing, a visit to the youth's home, milieu observation, and assignment of a caseworker. At the end of the 30 days, a needs assessment is completed and a contract developed for the youth and his family.

Youth must attend school daily five days a week. At the close of the school day, there is a quiet time for youth to write letters, relax, or maintain their rooms. Group sessions are held daily, in a variety of modes. On Monday a large group counseling session is held dealing with group living problems in a problem solving arena. These groups may be convened at other times as dictated by need. Tuesday through Thursday evenings and weekends, phenomenological reporting groups (PR) are held. In these sessions, youth are divided into small groups which are held simultaneously. Youth are expected to review thinking errors which occur in any phenomenon, i.e., T.V., personal contacts, school tests. Then they must record their free floating representation of their thinking either on tape or in writing. The groups review the errors and together they provide responsible correctives. Evening activities, after group meetings include movies, recreation, and special treatment groups such as assertiveness training, sexual awareness, and drug and alcohol counseling. Family visits can occur anytime, though they are scheduled for Saturday and Sundays. Since this is a structured program, planned activities are the rule. Staff work closely with the youth in providing constant feedback.

Near the end of the youth's placement, home visits are permitted with a graduated length of stay. Some of the youth are placed in

community programs while others return home upon release from NCSTU. Placements are established and approved by NCSTU prior to release. One of the concerns voiced by the Director of the program is the lack of transitional residential programs available to the youth upon release. A residential aftercare component to the program would allow for a smoother transition to the community from the structured environment of NCTSU but there are no plans for such a venture at this time.

Other concerns indicated by the Director are staff burn-out and funding. The program places many demands upon the staff, and they often work beyond their scheduled hours in order to provide support; this intensive level of work is beginning to take its toll on the program staff. With regard to funding, the bureaucratic red tape necessary for funding is often a burden, and is not likely to disappear.

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ROBERT F. KENNEDY SCHOOL

The Robert F. Kennedy School opened in 1979 to serve the Massachusetts Department of Youth Services most disturbed youngsters. Since that time, some changes have occured administratively and presently the Bureau of Facility Operations under the Assistant Commissioner of the Department of Youth Services places youth through its classification system. The school serves the most serious, potentially explosive youth. However youth are not screened as to their ability to benefit from the program offered. Presently, there are six youth in residence whose offenses resulted in the death of their victim. It is one of the state's most secure facilities. The Robert F. Kennedy Action Corps, the parent agency, is a private, non-profit agency.

The program employs a child-care model using milieu therapy. There is a heavy emphasis on role modeling. Youth understand that like themselves the Child Care Staff are also subject to someone else's authority just as they are. There is no pretense that this is a home. There are definite rules and a caring, protective structure. Structure is important so that staff and youth are not hurt. Once a feeling of safety is established, then youth can become involved in the program. Secure treatment is viewed as a step in the process of rehabilitation and that youth are not just paying a debt to society.

The program consists of an Education Component, a Child Care Component, a Clinical Component and a Support Component. In the Education program youth attend school from 9:15 a.m.-3:00 p.m. five days a week. School is mandatory and the emphasis is on exposure to divergent subject matter as well as mastery of basic areas. The Child Care component consists of daily living factors including social interaction, the establishment of daily routines, physical education, recreational activities, house maintenance, and leisure activities. The Clinical component is staffed by a Psychiatrist, two days a month, a Ph.D. Psychologist one day a week, an ACSW Social Worker two days a week, and a Masters level Counselor five days a week. Treatment is an on-going process, not a 9 a.m.-5 p.m. situation with the counselors working in shifts. The focus is individual therapy and there is minimal group process. The support component consists of the clerical, food, and maintenance services.

In addition to the Clinical Staff, the facility has three administrators, three teachers, two child care supervisors, and

eleven child care workers. Student interns are used to assist in the program and are placed according to their educational thrust; e.g., education, clinical services. The school is a private agency funded by the State with an operating budget of one-half million dollars. It is located on the grounds of a state mental hospital. Total capacity is 15 males, ages 13-17, though 14.9 is the youngest resident served by the program. Some youth in residence are presently 18. The average length of stay is 9-12 months.

A staffing is held on every youth within six weeks of his arrival at which time a treatment plan is formulated as well as tentative aftercare plans. Staffings are held on each youth every eight weeks after that time. While there is limited structured work with the families, they are invited to conferences at the program, and staff visit the residents homes prior to home visits or initial placement. Families are permitted to visit weekly on Sundays or when most convenient. Home visits by the youth are permitted as a youth nears program discharge. The frequency and type of visit, i.e., overnight, day or week-end depends on the youth's aftercare plans. The school's staff conceives an aftercare plan which is presented to the Commissioner for approval. About 50% of the youth return home, while the other 50% are placed in areas such as the service, Job Corps or independent living. Emphasis may be placed on getting the youth out of his home quickly and into independent living since often times the home is a problem source. Unfortunately, there is no direct support, follow-up, or aftercare provided by the school once the youth leaves. The Department of Youth Services, however, offers aftercare services.

A waiting list is maintained by the program for school placements. Once the youth is assigned to the school, staff make an initial visit with the youth in the detention facility and on a monthly basis thereafter until an opening is available, at which time visits are scheduled every other week. A youth could remain in detention from 3-8 months waiting for an opening.

The major problems of the program are the lack of follow-up services and some inappropriate placements at the school by the Bureau of Facility Operations. More emphasis needs to be placed on differential diagnosis if the program is to be effective. This can only occur when the Department is able to offer a better array of residential services. Until that time, the Commonwealth's secure treatment units must attempt to work with the widest range of troubled adolescent.

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Benny Duncan, Assistant Superintendent

ADOBE MOUNTAIN SCHOOL

The Adobe Mountain School is a state juvenile institution that serves both boys and girls from throughout Arizona. These youth are committed to School by the courts.

In 1971, the Arizona Girls School opened. In 1974, it became coeducational and was renamed the Adobe Mountain School. The institution's population consists of about 90% boys and 10% girls. At the present time, the school is housing 205 boys and 20 girls.

The Adobe Mountain School is designed specifically for the serious/violent juvenile offender, defined as youth with adjudicated crimes against persons, who have arrived at the School only after eight or nine referrals.

The various programs offered at the School were developed through the identification of the needs of the population by the staff over a period of time. The programs are described below.

Cottage A: This program is highly confrontive, and is designed for the hard core long term, repetitive, and violent offender. It is very tightly structured and is run by former hard core adult felons. At a given time, there are about 24 youths, aged 16-18, in this program. The average stay in Cottage A is eight months.

Cottage G: This program is for youth who are moving toward independent living. These youth are taught to assume personal responsibility for their actions. They develop their own treatment plan, with more of an emphasis on job skills than on educational skills, although this aspect is by no means ignored. There are presently 14 youth in this program, aged 15-18, and their average length of stay is about eight months.

Cottage J: This program deals primarily with emotionally disturbed males, a majority of which have had extensive psychiatric/psychological counseling prior to committment. There is an educational focus in addition to intensive individual and group therapy to further aid these youth and dealing with their problems. There are now 20 students in this program, aged 14-18, with the approximate length of stay at ten months.

Cottage N: This cottage is a combined diagnostic and treatment center. Although there are presently 24 students in this program, it is really only designed to serve 20. Normally, there are ten treatment students and ten diagnostic students. The treatment students are generally violent, are loners, and have experienced severe family dysfunction. There is an intensive family component, working closely with the whole family. The students are involved in group sessions twice a day with a heavy emphasis on schoolwork as well. The students are provided with a lot of support by staff. The ten diagnostic students are evaluated socially, psychologically, and educationally before referral by staff to an appropriate treatment facility. The students are aged 14-17, and stay at Cottage N from six to seven months.

Cottage K: This is also a combined diagnostic/treatment center. The program is characterized by intensive group therapy, with up to three sessions per day that can be very confrontive at times, but are also very supportive in nature. Treatment and diagnostic activities are intermingled in this cottage. There are approximately 20 students served, aged 12-18. Their stay in this cottage averages about eight months.

The Adobe Mountain School also has the Diagnostic Center, where all juvenile offenders committed to the Arizona Department of Corrections are initially sent for a 30 day diagnostic period. During this time, a complete evaluation of the youth is conducted that allows staff to develop a treatment plan containing placement recommendations. These recommendations range from placement in one of the Department of Corrections treatment facilities; placement in a community treatment facility; and placement with family, relatives, or a foster family. The placement recommendations are reviewed by the Case Management Review Board which makes the final decision concerning placement. After a youth is released on parole, he is tracked for six months to two years.

The Adobe Mountain School has for the past three years served primarily youth from urban areas; e.g., Phoenix and Tucson. This year, 84% of the population are from urban backgrounds.

There are 160 full-time staff members, with additional volunteers utilized on a seasonal basis. The School's 1981 budget is approximately $4-$4.25 million, almost all of which comes from the state of Arizona. $50,000 of this budget is from Title I monies.

The state is now making plans for another juvenile institution which will alleviate some of the case overload at the Adobe Mountain School.

Green Oak Center
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GREEN OAK CENTER

The Green Oak Center is one of five units located on the grounds of the W.J. Maxey Training Center, and serves adjudicated males, ages 12 to 19, though most youth are over 14 years old. Its capacity is 100 youth, served in five units of 20 beds each. The average length of stay for Green Oak Center is 366 days. For all institutional males in the training schools it is 321 days.

The training school system in Michigan is geared primarily toward the serious/violent offender with other types of youth being placed in facilities operated by private contractors. Michigan's policy states that youth committing Type One offenses; e.g., rape, arson, homicide, must be placed in a training school. Youth admitted to Green Oak Center are typically severely aggressive, dangerous to other people and/or property and/or cannot be helped by other programs in the system. These youth are usually developmentally advanced, either physically, psychologically or chronologically, and respond more as an adult than a juvenile. The most serious/violent youth in the system are placed at Green Oak and evidence a more serious offense pattern. Green Oak Center serves youth from anywhere in the state and usually youth have been in another facility prior to placement at Green Oak.

The facility is a closed treatment setting with a self-contained school operated five days a week. Heavy emphasis is placed on learning experiences of practical relevance to the youth's survival and adjustment in the community. Group treatment sessions employing Guided Group Interaction (GGI) techniques are held five days a week. Through G.G.I., the Center has essentially legitimized the informal peer group system in terms of sharing responsibilities and decision-making with the peer group. Under this model, staff teams focus their joint treatment effort on each G.G.I. group as a whole, guiding, supporting, and pressuring the group toward having youth help each other help themselves through processes of diagnosis of problems, confrontation, problem-solving, goal setting and decision-making, primarily through the medium of the "meeting." The peer group has in fact assumed the function of the primary therapeutic change agent. Individual therapeutic sessions are also scheduled as needed.

Family visitation is scheduled once a week and on holidays. Home visits are permitted as a youth nears completion of his program. The average length of stay in the program is one year.

Green Oak Center's staff includes basic education, vocational and GED teachers, a psychologist, psychiatric consultants, and other specialists as warranted. In addition, each of the five wings is staffed by a Program Manager, a group leader, two teachers (one for basic education, the other career education) and nine child care staff. There are a Director and an Assistant Director for this facility. Student interns and community groups supplement the staff. A foster grandparent program is due to commence shortly. Support services are administered on a campus wide basis.

Aftercare plans for a youth are the responsibility of the home county's social worker, however, Green Oak Center staff assists in the planning. Youth in the Center have indeterminate sentences and the Parole and Review Board determines release based upon institutional recommendation except in the case of a youth who reaches the age of 19. This earns the youth an automatic release. The Parole and Review Board is a quasi-independent judicial review board. Yearly hearings by the Board on all institutionally placed youth are mandatory.

Green Oak Center maintains a waiting list. During the time a youth is on the waiting list, he is detained in either a county detention home or the one existing regional detention facility. There is an emphasis in the state to place youth in private facilities rather than maintain the waiting list.

Several problems encountered by Green Oak Center are: lack of understanding of institutional treatment programs by juvenile justice personnel; a national bias against treatment as opposed to custodial care; lack of resources for the serious/violent offender; e.g., mental health and community placements; and extreme competition for scarce resources; i.e., Maxey Training School is facing a fiscal cutback.

Other programs at the Maxey Center include the Open Programs including Sequoyah Center, Olympic Center and Summit Center; and the Reception Center, a forty bed closed milieu treatment program. Total capacity for the Maxey Campus is 500 males with a FY81 budget of $14 million. Approximate per diem cost is $81/a day. The Campus has a detailed twice-a-year evaluation and follow-up research program.

There exists one other training school in Michigan, the Adrian Training School. This is a co-ed program consisting of an open program for males and a violent female offender program.

House of UMOJA
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Contact: Sister Falaka Fattah, President and Director

HOUSE OF UMOJA

House of UMOJA in Philadelphia, Pennsylvania was founded 12 years ago by journalist Sister Falaka Fattah as a communication byproduct of the third Black Power Conference, which was held in Philadelphia in 1968. House of UMOJA's first client population were gang members who were invited to live in the house by the founder and her husband, David, when they discovered one of their six sons was involved in a gang in 1969. The Fattahs felt that it was necessary to provide services to youthful gang members who were otherwise ignored by the system. Thus, the residential component of the House of UMOJA began to take shape.

The program serves males between the ages of 15 to 18, who reside in or around Philadelphia. Eighty percent of the population served have been gang members, while the remaining 20% were dependent or emotionally disturbed. The program has served over 500 residents between 1969 and 1981, serving between 15 to 30 residents at any given time. Youth in the program have been either self referred, or are referred from court or another social agency and remain in the program for an average of one year; the House of UMOJA has a 75% to 80% success rate.

The basic premise behind the program is that youth are in the program to provide a service, not merely receive services. Many youth feel that society owes them something and the program goal is to turn that thought around and have the youth provide some type of concrete service to the community. The rules which govern the operation of the program were created by the youth themselves and include personal discipline, self respect and responsiblity to the larger community.

The House of UMOJA is located in the Carroll Park neighborhood of Philadelphia. Residents in the home are provided with the support mechanisms of a surrogate family. While in residence, the youth attend local schools and are provided with counseling, shelter, job readiness and survival skills, as well as actual on-the job experience if they are ex-offenders. The majority of the residents live on their own once leaving the program and therefore preparation for independent living is an important aspect of the program. On

Friday or Saturday "truth sessions" are held with the staff and residents sharing opinions, each of which holds an equal weight. If rules of the home are broken, the resident chooses his own consequences and punishment.

It is important to recognize the nature of the program, which is that of a family. House of UMOJA operates on the premise that the family structure is an important, natural process. The program is operated like a family, and the support mechanisms and structure are reflective of this premise. As youth enter the home and accept responsibility, they earn their African name. It is not until youth have completely made a committment in the program that they earn their last African name, Fattah. Heritage and background are keys to the success of the program, and youth are taught to respect and acknowledge their own heritage. The program tries to grow boys into men making them responsible, contributing members of the community.

Residents of House of UMOJA who participate in on-the-job training receive 120 hour training in crime prevention, e.g., security techniques which would allow them to be security officers in actual jobs. Actual on-the-job training is also an essential part of this crime prevention program. This training program has been supported by CETA and is expected to end due to federal budget cuts. House of UMOJA has continually been planning for self-sufficiency and is already prepared to deal with the CETA cutbacks through the development of a Boys Town Project.

House of UMOJA owns 23 houses within a city block which are being developed for Boys Town. Half of the houses are being utilized for economic development, while the other half will be used for social development. It is within this structure that youth will receive on-the-job training in seven businesses to be developed and operated by the residents. Included in Boys Town will also be a residential quarters, and services provided to the residents will include art, photography and music instruction and appreciation.

There are approximately 30 employees at House of UMOJA, many of whom are blood relatives. The entire project is family oriented, all Board of Directors members are blood relatives and 6% of the employees are blood relatives. The program staff is comprised of 5% professional staff. Total operating budget is $600,000 from the Department of Public Welfare, Office of Employment and Training, Pennsylvania Council on Crime and Delinquency, with the Boys Town project budget anticipated at $1.6 million.

The program uses community resources to provide for the special needs of the clients. If a youth in the program has been out of school for an extended period of time, a local resource such as a re-entry program combining education and counseling, will be used by the client.

House of UMOJA is evaluated yearly by the Department of Public Welfare. In addition, Robert L. Woodson, of the American Enterprise Institute, performed a thorough evaluation of the program from the years of 1976 to 1979. All evaluations have been positive.

There is no formal aftercare component of the program. Due to the unique nature of its operation as a family structure, youth remain in contact with the program long after they have left.

The program believes that youth should have an opportunity to remain in the community and to be a productive contributing member of that community. Youth can be served in humane ways and do not always need security. House of UMOJA feels that the main problem they face is the lack of understanding of their operations or structure as a family based program. They wish to be seen as a pioneer, not a maverick and as a program that truly holds a positive, viable option for youth.

Cambria Specialized Counseling Program
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Contact: Madelyn Nagazyma - Superintendent
James Summers - Program Director

CAMBRIA SPECIALIZED COUNSELING PROGRAM

Cambria Specialized Counseling Program (CSCP) is located on the grounds of El Paso de Robles School, a California Youth Authority Institution. CSCP began in 1975 and is a short-term intensive treatment program serving the physically assaultive, escape prone, intractable and unmanageable male youth who have demonstrated by their behavior that they are unwilling or unable to productively participate in an open dorm or less structured program. Youth accepted in the program must have prior arrests or a committing offense that demonstrates a propensity for violent, assaultive behavior in the community. In addition, they must have exhibited, and have documented, this same type of assaultive behavior within the institutional setting.

Youth must be in the institution in order to participate in CSCP and are screened for acceptance via the Institutional Classification and Assignment Committee. The following criteria are considered:

1. Ability to participate in treatment offered;
2. Behavior exhibited in the community; and,
3. Behavior exhibited in the institution.

CSCP serves up to 18 males, ages 15-18 with an average age of 17.5, for an average of 3 months length of stay. Eighteen staff, including youth counselors, senior youth counselors, teachers, parole agents and a consulting Psychiatrist, provide 24 hour coverage.

The program operation is based upon three phases, which are geared towards re-orienting youth, to enable them to move back into more open settings and act more responsibly and socially acceptable. Progression through the program phases is determined behaviorally. The following are descriptions of the three phases:

- Phase A is the entry phase and a youth usually spends two weeks in this area. This is the most structured and restrictive phase during which time an initial classification

and program goal setting are completed. Orientation is given to the youth and educational and psychological needs are assessed.

- Phase B, with a duration of approximately nine weeks, permits youth to start their academic and arts and crafts program, and participate in an expanded academic program. Youth are also permitted to work in paid positions within the program such as kitchen, laundry and as Grievance Clerk. They also continue their various counseling activities begun in Phase A.

- Phase C, lasting one to three weeks, is a time where youth are expected and required to exhibit responsibility, iniative, self-control and the ability to handle frustration, anger and anxiety. Youth remain out of their rooms a majority of the day in school and activities. This is a planning phase whereby suitable placement alternatives within the Youth Authority are sought for the wards. The youth is scheduled for an appearance before the Case Conference Committee (CCC) upon successful completion of Phase C.

The CCC, meeting at the completion of Phase C, considers furloughs, transfers and day passes on all youth. Each youth must appear before the CCC every 21 days and in special situations, such as furloughs and day passes. The CCC is held formally with the Parole Agent, a Youth Counselor, a teacher, and other interested parties.

The objectives of the treatment program are to provide a therapeutic environment for wards to:

1. Utilize graduated degrees of freedom for assuming responsibility for self-management.

2. Increase program involvement to enhance the investment made by increased self-management.

3. Maximize ward/staff relationships to influence permanent, positive change and role model identification.

4. Provide differential learning and activity program (i.e., crafts, academics and work positions).

5. Provide a varied treatment program through individual and small group counseling, assertiveness training, didactic classes in T.A., and biofeedback. These treatment modalities will aid in developing skills relevant to: reducing frustration level, controlling and managing anger, managing stress and controlling anxiety, accepting shortcomings of self and others, and finding acceptable ways of ventilation.

Counseling sessions are an integral part of the program and as indicated the approach is multi-discliplinary. Large group sessions are held as needed and are a vehicle for resolving unit problems. All youth participate in small group counseling twice a week. The purpose of the small groups is to provide each youth with the opportunity to have social interaction with staff and peers to enable him to develop social skills, work on goals and deal with immediate personal problems.

All youth are required to attend school regularly and failure to do so results in room detention. There is a formal education program in the morning and an arts and crafts program in the afternoon. The classroom ratio is one teacher for five students and all work is individualized.

The program is funded by the California Youth Authority, however it is not a separate budget item. It does have a training budget of $5,000 annually for training above the training provided for the total institutional staff.

A follow-up evaluation of the Cambria Program for violent offenders was completed in January, 1981, by the California Youth Authority Research Division. The main finding of this evaluation reveals that Cambria program has a positive impact on the wards, reflected in a low rate of disciplinary incidents and in fewer incidents which are serious in nature. The behavioral change among this population, therefore, was favorable.

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GOSHEN CENTER FOR BOYS

The Goshen Center for Boys serves a capacity of 75 males from throughout New York State, the majority coming from the New York City area. Goshen Center is a New York State Division for Youth operated facility with a total annual operating budget of approximately $2.6 million. The program serves two classifications of youth: male juvenile delinquents between the ages of 13 to 17 who are placed by the Family Courts of New York; and male juvenile and youthful offenders between the ages of 13 to 21 who are placed by the Adult Criminal Courts of New York and who have committed an offense prior to the age of 16.

In structure and operation, Goshen Center is a secure facility operation. A fence surrounds the grounds, which contains a two story concrete building and outdoor recreational facilities such as a swimming pool, football-soccer, field and track. The building is comprised of six wings, five of which house 15 residents each, with the sixth wing utilized for counseling and treatment services. Administrative offices, classrooms, a vocational school, maintenance shop, storeroom and infirmary are also located in the building.

Youth in the facility participate in an academic program offered five days a week. General business, math, social studies, science, English and health-physical education are taught in the academic program and are supplemented by three remedial laboratories in math, reading and bilinqual education. Goshen Center is looking towards offering academic instruction for youth who wish to attain their high school diploma as well as for youth who can earn college credits. Though all youth receive state credits towards high school graduation in the education program, the age of the youth in residence is increasing and they no longer need merely high school credits. More academic support and assistance is therefore being planned for the older youth in the facility. A vocational program is also available in the Center, equipped with shops and certified instruction in carpentry, auto mechanics and auto body. Work experience in food service, building maintenance, horticulture, janitorial services, industrial painting, clerk and storeroom management and grounds maintenance are also offered in the educational program on the grounds of the facility.

The primary treatment tool utilized in the facility is group counseling which is held four days a week in each of the five living areas. Individual counseling is provided by the child care staff, social workers, psychiatrists and psycholgists. The thrust of the counseling program is the identification and resolution of social and emotional problems with the residents.

Recreational activities are held daily with inter- and intra-mural basketball, volleyball, softball, track, swimming and soccer. Families may visit any day from 9:00 a.m. to 3:00 p.m. The Family Visit Bus program is held on the second Saturday of each month. Through this program Goshen contracts with a local bus company to transport families to the Center once a month. Families are encouraged to participate in this program.

Each living unit has a unit coordinator, an assistant coordinator, and child care workers. In addition, Goshen has two full-time nurses and psychologists, and one dentist and two psychiatrists who work one day per week and are called for emergencies. Other medical services are utilized in the community on an emergency basis.

For those youngsters placed by the Family Courts, a home visit program is available to them when they become eligible. Youth who have been placed by the Family Courts as restrictive cases must successfully complete a secure placement phase established by the courts. Once they have successfully completed this phase, they are eligible for home visits.

For youngsters who are classified as juvenile or youthful offenders, home visits are not permitted. These youngsters must go before the Parole Services Board which determines release, furlough, or transfer. The Parole Services Board has decision making authority for all youth committed through the Adult Courts of New York. Goshen Center is presently examining the possiblity of integrating their services with Parole Services in order to interact more cooperatively and to allow Goshen to make more concrete suggestions regarding the youth in the program. A family counseling program is established at Goshen, however the program is being developed into a more integral, important part of the service system.

Since youth are committed to the program, the length of stay of residents is dictated by the courts, either family or adult. It was indicated that some youngsters are staying longer, perhaps due to the juvenile offender provision of the New York Juvenile Justice Reform Act.

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BROOKWOOD CENTER

The Brookwood Center is a New York State Division for Youth Facility serving a capacity of 50 males, ages 12-17, who are classified as juvenile offenders, youthful offenders, restrictive or juvenile delinquents. Youth are either placed in the facility directly by the courts or are transferred from other facilities. The total operating budget is approximately $2 million, and youth placed in the facility are generally from the Hudson Valley and Greater New York City areas.

Brookwood Center is a modern brick building with four wings serving as living quarters for the residents. Also located within the building itself are an academic school, library, gymnasium, recreational area, arts and crafts area, dining and cooking areas, administrative offices, an infirmary and three shops areas for the vocational program. The Center also has outdoor recreational facilities for use of the residents.

Residents at Brookwood Center are engaged in full time academic or vocational programs. Vocational education is offered in such areas as auto mechanics, carpentry and metal work. The educational program is run and supervised by seven licensed academic teachers, two assistant teachers, three vocational instructors and an education supervisor. Academic classes are held five days a week.

Clinical services are provided by a half time Psychiatrist, who serves as Clinical Director and provides diagnostic and consultation services for all admissions. In addition, the Clinical Director assists in staff training and presides at residents' case conferences. The residential wings are supervised by a certified social worker, psychiatrist or educator who provide individual counseling to the residents in their particular wing. This individual also runs daily group counseling sessions, supervises wing staff, develops individual treatment plans, heads case conferences and reviews, and serves as a member of the Center Administrative Center.

A closed program, Wing II, was established at Brookwood Center in 1977 as a closed group confinement area. Residents are placed in this wing for exhibiting aggressive/assaultive behavior, continually attempting to abscond, engaging in behavior which is contradictory

to program goals, is in serious and evident danger from others, or needs special care which is separate from the normal surroundings due to behavior or expressed desire. This wing provides specialized treatment on a short term basis as well as providing a more structured environment and program which are geared towards individual needs of the resident. The length of stay in this wing varies from resident to resident, depending upon the resident's own progress and adjustment. The wing provides a safe, structured environment to aid the residents in working through their difficulties.

Additional services at Brookwood Center include health and medical services which are provided by two full-time nurses and a part-time doctor and dentist who are at the facility one morning per week and are on call. Recreational activities are organized and supervised by two recreation therapists and a part-time aide seven days a week. Arts and crafts classes are held five days a week in the areas of ceramics, pottery, stained glass, leather, macrame and batik. A youth employment program at the Center is coordinated with the educational program to help the residents develop the necessary skills to obtain and hold on to employment. Shop and work experience in such areas as auto mechanics, grounds maintenance and metal work/welding take place on the grounds of the facility.

A crisis prevention team at Brookwood provides assistance to and monitoring of all aspects of the Center. Nine staff and a supervisor comprise this team whose duties include the supervision of visitors, dining areas and sporting events, and escorting residents to medical or court related appointments.

Families may visit the facility weekdays from 10:00 a.m. to 4:00 p.m. and on the weekends from noon to 5:00 p.m. Home visits are permitted only when the placing agency permits such visits. For those youth who are able to participate in home visits by nature of their committments and who have met the requirements of their individual treatment plans, home visits are scheduled on an individual basis. The length of stay in the program also varies, depending upon the time committment of the youth to the Center.

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THE KEY PROGRAM, INC.
CAMERON HOUSE/GIRLS' INTENSIVE TRACKING

The KEY Program, Inc., a private non-profit agency, began its contract with the State Department of Youth Services (DYS) in 1977 for delivery of services to a specific population of female adolescent offenders who are committed to its care. There are two components to the program: Cameron House is the secure residential facility, serving six clients from across the state; Intensive Tracking is an outreach model for nine clients who generally reside in the Greater Boston area, living in either their natural homes, foster homes or on independent living.

The clients are generally between the ages of 14-17, and have been involved in a serious offense(s) and/or have histories which are characterized by chronic, less serious legal infractions, with a poor response to intervention, and a pattern of running from non-secure placements. Presenting problems have varied to include attempted murder, armed robbery, assault and battery, prostitution, self-destructive behavior, etc. Over the past several years, there has been a fairly equal distribution of Caucasian and Black females who come from inner city urban areas, suburban and rural communities.

The referral process differs for each component. Those youth who are sent to Cameron House are first screened by a Secure Treatment Board comprised of DYS representatives and Directors for Girls' Secure Programs. When the Board decides that a youth is appropriate for security, then Cameron House must accept all referrals. The Regional DYS office which oversees the specific case, makes a referral directly to Girls' Intensive Tracking and KEY has control over acceptance or rejection.

Basically the only girls who are rejected are those with active psychosis or serious addition to drugs or alcohol, though many clients have drug or alcohol problems.

KEY works closely with DYS in coordination of case management. Monthly reports are submitted, and workers from both agencies participate in the preparation of after-care plans.

Program

The program operates with an annual budget of $286,076 for the 15 clients. The length of stay in both programs varies from 4-18 months.

Programming at Cameron House consists of the following, with a dual focus on security and treatment:

- highly structured milieu with rules, routines, and a level system designed to promote responsibility, communication and decision-making skills; the acquisition of skills for daily living;

- special educastion classroom with group and individual instruction in reading, language arts, math, social studies, photography and vocational/job-readiness counseling and skill building;

- activity programming with goal-oriented approach to develop social skills and mastery of environment includes physical recreation, drama, arts and crafts, cooking, etc.

Personnel

Both programs are served by the same staff in order to give flexibility in terms of matching youth with staff and to offer a wider range of job activities to motivate staff. The staffing pattern consists of a Program Supervisor, Clinician, milieu team leader, special education teacher, teacher aide, six caseworkers and two night shift workers. Most of the staff rotate shifts. Selected student interns have been involved in the program, but volunteers are not used due to the priority on security and the confrontative nature of treatment.

Team work among staff is critical for the client's progress and the staff's development. Supervision and training are important components and both emphasize a team model. KEY's Regional Clinical Coordinator provides training every other week for two-hour sessions to the caseworkers. An outside consultant provides training to the Supervisor, Clinician, team leader and teacher on a weekly basis. In addition, KEY's Director of Clinical and Professional Services, the Regional Director, and the Director of Management and Personnel provide consultation and insure quality control for program development, fiscal operation, staff supervision, the management information system, and the management by objective system.

Formal monitoring sutdies are conducted by DYS and the State Office for Children, which ensures program standards.

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